

# BEHAVIORAL DESCRIPTORS | Core Competencies

Use this job aid when completing annual performance reviews.

## Performance Level

Competency

	<b>Beginner</b> Non-management with 0-3 years tenure	<b>Intermediate</b> All managers or supervisors and non-management with 3+ years tenure	<b>Advanced</b> Management with 5+ years tenure
<b>Accountability</b>	<ul style="list-style-type: none"> <li>Documents work progress and maintains necessary records as requested</li> <li>Completes assignments on or ahead of schedule</li> <li>Demonstrates ability to notify others of his/her actions that may conflict with UIC's processes</li> <li>Takes responsibility for work products, services and results; does not shift blame to others</li> </ul>	<ul style="list-style-type: none"> <li>Works with employees to establish goals</li> <li>Confirms and implements measures to assess college, unit, department, program or project effectiveness</li> <li>Monitors goals and objectives in a systematic, timely manner and takes necessary action to address areas of concern</li> <li>Encourages others to take ownership of work products, services and results</li> </ul>	<ul style="list-style-type: none"> <li>Establishes college/department/unit processes for achieving goals defined in strategic plan</li> <li>Provides context necessary for employees to understand role of college/department/unit, in UIC's strategic plan</li> <li>Develops long term strategies at the college/department/unit or program level consistent with UIC's mission</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>Uses language that is appropriate for workplace communication</li> <li>Speaks to colleagues and co-workers in a respectful, easy to understand manner</li> <li>Responds to verbal messages and other cues from co-workers and management to complete work assignments</li> <li>Follows up with appropriate individuals to request clarity before taking action on work tasks that may be unclear</li> </ul>	<ul style="list-style-type: none"> <li>Adapts verbal and written communication for target audience</li> <li>Acknowledges and responds to mail (i.e., email, voice mail), in an appropriate and timely manner</li> <li>Provides constructive feedback to colleagues and team to foster more productive work environment</li> <li>Engages colleagues and teams in conversation to encourage dialogue about achieving college/department/unit goals in a more effective and efficient manner</li> </ul>	<ul style="list-style-type: none"> <li>Articulates strategic vision of college/department/unit, or program</li> <li>Demonstrates ability to engage audience in discussion beyond formal presentation to drive conversation about critical issues addressing UIC</li> <li>Addresses Board of Directors and senior internal and external stakeholders on critical university operational topics using sound logic and relevant data</li> </ul>
<b>Cooperation</b>	<ul style="list-style-type: none"> <li>Maintains a positive attitude as demonstrated by day-to-day communication with colleagues and management</li> <li>Assists others in completing their tasks as needed</li> <li>Takes an active role in completing work assignments and projects in a timely manner</li> <li>Willingly responds to feedback as demonstrated by application of recommended techniques and different approaches to complete work assignments</li> <li>Modifies work habits as necessary to adjust to changes in policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Collaborates with other colleges/departments/units to resolve work related concerns</li> <li>Creates opportunities for collaboration</li> <li>Solicits ideas and reviews responses to define a solution that might address work issues impacting employee performance</li> <li>Mediates conflict and facilitates constructive interaction</li> <li>Includes as many people as possible in planning and decision-making processes</li> </ul>	<ul style="list-style-type: none"> <li>Identifies potential synergies across colleges/departments/units, and institutional boundaries to achieve UIC goals</li> <li>Meets with representatives from different colleges/departments/units as well as external constituents to address collaborative opportunities</li> <li>Empowers others to act in an effort to implement UIC's strategy</li> </ul>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>Demonstrates fairness and respect for all employees, regardless of culture, race, age, religion, gender, sexual orientation, or disability</li> <li>Assists customers with their needs in a timely manner</li> <li>Answers questions to customers' satisfaction or identifies appropriate resource to help address concerns presented</li> <li>Addresses customer requests in a professional and polite manner</li> </ul>	<ul style="list-style-type: none"> <li>Identifies, analyzes, and communicates internal and external customer needs</li> <li>Provides employees with guidelines for interacting with customers</li> <li>Tracks customer satisfaction and seeks to improve customer experience</li> <li>Identifies opportunities for employee training to improve customer service</li> </ul>	<ul style="list-style-type: none"> <li>Anticipates customer needs and develops long-term plans demonstrating a customer-centric approach</li> </ul>
<b>Integrity</b>	<ul style="list-style-type: none"> <li>Demonstrates responsible use of work time and UIC property</li> <li>Admits mistakes</li> <li>Follows through on commitments to complete tasks or assignments</li> </ul>	<ul style="list-style-type: none"> <li>Recognizes potential ethical issues or conflicts of interest and works to ensure they are promptly addressed</li> <li>Adheres to UIC policies and procedures when addressing job responsibilities</li> <li>Makes self aware of and upholds confidentiality agreements</li> <li>Establishes a reputation for being honest, fair, and open</li> <li>Investigates any allegations of wrongdoing</li> <li>Provides advice and support to employees when questions of ethics arise</li> </ul>	<ul style="list-style-type: none"> <li>Makes firm, clear, transparent decisions that are consistent with UIC's mission and values</li> </ul>